

## **COMMITTEE ON JOINT SCHOOL BUILDINGS**

**August 26, 2003**

**6:45 PM**

Chairman Herbert called the meeting to order.

The Clerk called the roll.

Present: School Committee Members Herbert, Paradis, Beaudry, Aldermen  
Pinard, DeVries, Thibault and Lopez

Messrs: T. Clougherty, K. Cornwell

Chairman Herbert addressed Item 3 of the agenda:

### **Update on School Facilities Improvement Project.**

Mr. Tim Clougherty stated with me is Ken Cornwell, the project manager for Gilbane. I think everybody has met Ken before. We expected to have a representative from our program manager here as well, but unfortunately there was an emergency so he was unable to attend. A quick update on where we stand with our construction schedule. As we indicated earlier we will be doing the flooring projects at both Smyth Road School and Jewett Street School. That included flooring abatement as well as installation of new VCT flooring. Both of those schools are presently complete. Everybody has moved back in and to the best of my knowledge the principals are very happy with the outcome. If it would please the committee I have some before and after pictures that I would like to pass around for your perusal. We have also passed out a general schedule of what we are using as the baseline for our construction activities. It is obviously not broken down into the fine detail that we use when we analyze the schedule and schedule construction activities, but it gives you a general idea when schools are happening within the three year timeframe of the project. What we have also been doing at Central High School we have captured the site. We have begun demolition on the James Building. You will see that the lobby for the James Building for the gymnasium has been removed at this point. We have begun and should be finalizing construction on temporary bus turnoff for the safety of the students off of Lowell Street. We are also going to be constructing a handicap accessible ramp for the practical arts area and we are going to be beginning excavation in the area

around Beech Street in the upper patio area. We will be continuing along through the fall. I am not sure exactly when steel is supposed to arrive. I will have Ken give you a few more details about exactly what is happening at Central but these are really broad strokes. Over at West High School we have created two new entrances both to the Makin Building and the Bean Building because we have captured the site where we are going to be doing the construction, which is on the West Side of the current connector between the Makin and the Bean buildings. We have removed the aluminum storefront. We have also abated the cafeteria floor, installed new flooring, ripped out the ceiling and we are going to be installing a new ceiling for the beginning of school and that should be accomplished in the next couple of days. We have two new entrances and we have been working hand in hand with both the Building Department and the Fire Department to make sure that emergency egress and emergency planning has been in place and will continue to be in place. We plan to proactively address the potential for an emergency situation via fire drills in the first couple of weeks of school starting. So both the Fire Department as well as the Police Department have been on board with us and we have met with them on a regular basis so they will fully understand what our plan is – our muster stations and things like that in the event of an emergency. Some of the key elements that we have also been working on as far as planning for future construction activities include the design. The design is very, very heavy underway right now. Lavalley-Brensinger and Shashanian are doing a great job. We are hoping to really hit the construction very hard later in the fall but especially in the spring. We are doing the design in groups of schools so you are going to see a lot more activity in the spring than you are seeing right now. We have also been working with Keyspan and Gilbane and Shashanian to come up with some good energy savings measures and we anticipate some pretty significant rebates by designing in energy efficient measures right from the get go. So we are hoping to finalize that implementation over the progress of the design realizing some positive return on investment from that. We are going to also take up the same types of issues with other electrical devices with PSNH. Those discussions will continue over the next six months or so. That is pretty much where we stand to date. I don't know if anyone has any questions or if you want further detail on things. I have provided you with a financial status update as part of the agenda. It is a really preliminary financial status.

Chairman Herbert asked could you quickly go through that because I think there are some questions on that.

Mr. Clougherty stated on the second column from the left is our original budget. That is the \$108,995. Because the financing, the bonding, has just gone through I haven't had the opportunity to work with the Finance Department to finalize exactly...the bonded amount was \$105 million and we know our project costs are

somewhere in the \$108 million to \$109 million range and there is supposed to be a return on investment from the project fund into the project fund. Essentially we bonded say \$100 million and the interest generated by that will go back into the project fund but I need to sit down with them to actually understand exactly how those costs will be reissued into it. That is why you see the \$109 million in that left column but the amount that was bonded is actually \$105 million. I think that they would be willing to come to this Committee if it please the Chair to explain that a little bit further. Our current forecast is really where we stand right now. Again, the design-build contract hasn't changed. It still stands at the \$94.9 million level. Our FF&E number...in the negotiations in order to get the project approved we agreed to lessen that number by \$500,000 in order to accomplish the payback that was requested by the various Board members that were approving the project. That was part of the savings that we did in order to get the project approved. Permit fees allowance remains the same as well as the legal cost and our miscellaneous allowances. Our OCIP costs have increased. We anticipated roughly \$2.2 million. Right now we are forecasting a \$2.565 million line item there. While that is technically at \$365,000 deficit it is really not realized. Our insurance is based on an owner-controlled insurance policy, which is a loss sensitive program. What I have done is I have taken the numbers that are customary and expected and programmed that into our budget.

Chairman Herbert asked OCIP stands for what.

Mr. Clougherty answered owner-controlled insurance policy. What we have done is we have bought insurance in bulk for all of the workmen, the tradespeople and the professionals on the project. The idea behind that is to realize some cost savings by buying in bulk. Economies are scaled so the \$2.565 million number that you see is really not pie in the sky but it is what we are budgeting, what we are estimating the loss level to be. Gilbane has a comprehensive safety plan. We have a safety representative from our insurance carrier that makes visits twice a month. We are going to be staying right on top of safety obviously and to that end we are hoping that the amount will not come to that \$2.565 million. It is directly related to the losses that we have on the project so that is why you see that. Program manager stays the same at the \$2.5 million level and the rest is the subtotal and our contingency, which we haven't utilized yet.

Alderman Lopez stated so we took \$500,000 out of the equipment line item and we used \$365,000 for the OCIP. Is that what you are saying?

Mr. Clougherty answered yes.

Alderman Lopez stated you have a minus \$134,000. Why is that a minus?

Mr. Clougherty replied it is the way that I define the numbers on the spreadsheet. The -\$134,000 is actually showing a lower number for projected costs. We are showing projected costs to be \$134,000 less than we had originally anticipated.

School Committee Member Beaudry asked permits and permit fee allowance, who actually is paying for the permits and who is getting paid for them. Would Gilbane be paying for them or is that the City's cost back to the City?

Mr. Clougherty answered it is really the City's cost back to the City for the most part. There are some fees that Gilbane is responsible for but the lion's share is coming from this line item. I will be doing a line item transfer from our department to the Building Department from the project fund.

School Committee Member Beaudry asked why would we be bonding \$625,000 to pay the City back. This is City money to begin with. Why didn't they just waive the fees and we wouldn't have to bond that kind of money? Now we are paying interest on \$625,000 worth of fees that if it is going right back to the City doesn't seem to make sense if, in fact, that is what is happening.

Mr. Clougherty answered the way that the separation of account or balance sheets if you will...to the best of my knowledge it has to do with the separation between the school's balance sheet and the City's balance sheet and the associated costs with that. I wasn't employed by the City when that separation if you will came about but this is the way that all school projects are permitted. The fees are charged as part of the overall bonded amount.

School Committee Member Beaudry stated I don't know if somebody could look into that but to me it just seems like it costs the district even more money to be bonding so much money and then it is just going back to the City. We are a district. Why can't they waive the permit fees instead of having us put that in the bonding of it? My next question is under the OCIP is that because we are self-insured for worker's compensation so we are self-insuring the project?

Mr. Clougherty answered no. The self-insurance really has not bearing on the OCIP. The self-insured...

School Committee Beaudry interjected one of you is saying yes and the other is saying no.

Mr. Kenneth Cornwell stated the City is insuring the worker's compensation. I am wrong to say it is self-insured. Them working with Liberty Mutual they have procured a policy to cover the worker's compensation for the construction.

School Committee Member Beaudry asked is that common practice that the City pick up worker's compensation instead of the contractor itself.

Mr. Clougherty responded it is very common practice for a project of this magnitude. We did a feasibility study with our insurance consultant, JH Albert when the project was in its infancy stages and we understood that we would be in a multi-million dollar project. It is based on the trade hours that are allocated to the project and purchasing that insurance in bulk. The self-insured that I believe you are referring to has to do with the City's own operation and it is really a separate column from this.

School Committee Member Beaudry asked so if we don't have any injuries at all on the job that basically, that \$2.2 million will be absorbed where.

Mr. Clougherty answered our bottom line exposure there, I believe, is roughly \$1.1 million for the policy. It is somewhere in that neighborhood. I don't have those numbers with me but there are minimal costs associated with the OCIP. There is also an excess umbrella policy that we purchased in the amount of \$465,000. There is sufficient coverage there. If we have no injuries we aren't going to see \$2.2 million in savings, but we may see \$750,000.

School Committee Member Beaudry stated I would assume and I don't want to speak for the person from Gilbane but we have an OSHA or a safety officer on each site or is there a safety liaison to look over the sites.

Mr. Cornwell responded each one of our superintendents is actually the safety person on the job. As Tim indicated with the insurance company we are doing joint sessions monthly with Liberty as well as our regional safety people. This program is...if you remember the civic center project had an OCIP on it as well and I don't remember the numbers but we were very successful when we finished that job. I think our loss term ratio was considerably well below the industry's national figures. We expect to do the same thing here if not better. The civic center was roughly a \$50 million job. Half of the schools are about \$50 million.

Mr. Clougherty stated the bottom line is that Gilbane's costs...with a guaranteed maximum price we are paying Gilbane direct costs up to that \$94.9 million level. Their direct costs will not include insurances such as the worker's compensation premium. So, the formula that is used to calculate the savings on an OCIP takes into account what would generally be paid for worker's compensation premium by the 70 or so different contractors we have. Taking those 70 or 80 different policies from each individual trade and purchasing it in one bulk lumpsum.

School Committee Member Beaudry asked so there will be nobody on the job that will be considered an independent contract that will have to pick up their own worker's compensation. It will all be under this policy?

Mr. Clougherty answered that is correct. All sub-contractors are required to enroll in the program before they step on the job site.

School Committee Member Beaudry asked so there will be nobody there that is uninsured for worker's compensation.

Mr. Clougherty answered that is correct.

Alderman Thibault stated I think School Committee Member Beaudry brings up a good question. I would also question if maybe Finance might be able to answer that question better than you might. I think Finance is on top of this and knows exactly where the insurance comes in on this. If I am wrong, Tim, please tell me.

Mr. Clougherty responded Finance really didn't have anything to do with the insurance.

Alderman Thibault asked so the insurance comes through you people is that what you are saying.

Mr. Clougherty replied our office worked in conjunction with Risk Management to make sure that the City and our savings were sufficient.

Alderman Thibault asked so maybe Risk Management could give us the exact answers we are looking for as far as insurance.

Mr. Clougherty stated like I explained earlier I don't have the information with me to answer specific questions about our savings on the OCIP and our costs. I have those in my file. I am not going to pretend to be an owner controlled insurance policy expert or any type of insurance expert. If the Committee would like to see a comprehensive evaluation of how we came to what we have calculated for our savings, what we are estimating for our costs, what our estimated loss levels will be, what our guaranteed exposure is and what our minimal exposure is I would be happy to bring those numbers to your.

Alderman Thibault responded what I was trying to look at Tim is maybe Harry could answer those questions readily or would you be the guy.

Mr. Clougherty replied I could ask Harry to present the same numbers that we have in our file. I just don't know all of those numbers off the top of my head.

Alderman Lopez stated for clarification Harry is very knowledgeable about all types of insurance and I think the point that would help us is if Harry was here to help us verify the type of information that is being provided. We are not really looking at numbers but the insurance and how it works.

Alderman Thibault asked, Tim, knowing all of the construction that is going on right now near West High School with the sewer overflow problem is this going to impact that anymore or can I tell my constituents that when this thing gets done the work we are doing at West High School is not going to impact the street? Do you know that?

Mr. Cornwell answered we will have nowhere the impact that the CSO project is having on the West Side of Manchester. The next impact that you will see at West High School will be in December when we put the structural steel up. The only impact will be to traffic during school operations on Notre Dame Avenue.

Chairman Herbert asked in terms of the financial sheet are there any other questions.

Alderman Pinard stated to follow-up on Harry I would like to move that Harry be asked to attend our next meeting.

Chairman Herbert responded we don't need a motion for that. It will be in the minutes and the Chair will request that.

School Committee Member Beaudry stated I have one further question on the OCIP. It would be my understanding that the cost associated with that comes off of Gilbane's bottom line but if they would have taken it themselves it would have cost more to the City than having us take it under our own Risk Management. Is that a correct statement?

Mr. Clougherty responded yes it is. We looked at both avenues and it was more costly if Gilbane went with a contractor controlled insurance policy.

Alderman Lopez stated in reference to contingency I want to make it very clear that nothing comes out of contingency unless it comes before this Committee. That was the Board of Mayor and Aldermen's wishes when we approved the bond. I just don't want to see reports coming in and money disappearing from the contingency fund without approval of this Joint Committee. I would like to make that a motion.

Alderman DeVries duly seconded the motion.

Chairman Herbert asked, Tim, could you explain how the contingency works in reference to the project.

Mr. Clougherty answered the contingency is built into the project so that we can address costs that are associated with unforeseen conditions, such as a layer of asbestos tile that is found in between a couple of walls during the demolition phase. Say the James Building when we were taking off the lobby we found some asbestos containing transite panels that were over construction and hidden and covered up and no one knew they were there. Gilbane is not responsible for the cost associated with that remediation because we have not identified that exposure to them. They would be compensated for the removal of those materials and that removal would be funded from the contingency.

Chairman Herbert asked is that just one example of where that might be used.

Mr. Clougherty answered that is one example of where that might be used. There are many, many examples. If we come into soils that are not representative of the information contained in our geo-technical reports...in other words we took some test bits at Central High School. Say we took one at the West Side of the parking lot and one at the East Side and we said you can rely on these test bits. They have the same data and Gilbane's geo-technical engineer and structural engineer base the foundation for the building on those test bits. If they dig between those holes and find some sort of sub-surface that is not conducive to load bearing then we would be responsible for compensating the differential in the foundation materials that would be necessary to be used at that area.

Chairman Herbert asked are there circumstances under which an incident would occur where you would have to...I mean this motion basically says that before you authorize the funds to use for one of those two examples if they were to occur has to come back to this Committee for approval. Now we meet monthly. Are there circumstances under which the motion as stated would create a problem with the construction schedule?

Mr. Clougherty answered most definitely. I believe that by tying our hands if you will with having to come back to the Committee every time we run into one of these circumstances we could potentially be exposing ourselves to damages for delay.

Chairman Herbert stated with that in mind I think we need to discuss the motion and see if there is some way we can accomplish what we want without putting ourselves...



Mr. Clougherty interjected I would like to recommend a certain dollar amount that we set that the Department of Public Works would have full authorization to use the contingency amounts for in order to keep the project moving. In the event that we have a situation that exceeds that amount, I would encourage you to set-up some sort of vehicle for doing a phone poll or something of that nature to keep the project moving.

Chairman Herbert asked what in your opinion would be a reasonable amount.

Mr. Clougherty answered I think \$75,000 would be a reasonable amount.

Chairman Herbert asked when you say \$75,000 are you talking about per incident. In other words up to \$75,000 the Highway Department would have full authorization to use that for a project problem?

Mr. Clougherty answered correct. We would be talking about single incidents.

Chairman Herbert asked so anything above that...what you are recommending at this point is that anything above that if there was an emergency you could do it by phone poll or if it was under \$75,000 you would have free authorization to use that money under emergency circumstances.

Mr. Clougherty answered correct and any situations that we come into that we are afforded the time...I think that we should set a minimal dollar limit. Anything under \$10,000 we can authorize but if we came across a situation where we could wait until the Committee meeting...

Chairman Herbert interjected did you hear what he said. What he said was that the \$75,000 is a limit on an emergency situation but we could set a \$10,000 limit, for example, on things that didn't have an emergency nature to them. In other words anything over \$10,000 would have to come back to this Committee but \$75,000 would be a limit for an emergency situation or something that would cause scheduling problems.

Mr. Clougherty stated if you are uncomfortable with that we can look at a monthly maximum limit as well. I don't foresee this being a major problem but obviously it is the will of the Committee to make that decision.

Alderman DeVries stated I can certainly understand that if you uncover asbestos, which is creating a health issue within one of the schools while the school is occupied that is an emergency situation and you can't wait for this Committee to reconvene in order to initially address or move that. Obviously everybody's concern is cost overruns on the project and utilizing contingency to be used for

something other than unexpected costs and ending up with cost overruns. Frequency...at \$75,000 per emergency maybe tying it to frequencies and how many schools are going at one time. If you can anticipate the worker's compensation maybe you can anticipate what the total dollar amount might be so that we have an idea that it is not going to happen 10 times within one month and then we are out \$750,000.

Mr. Clougherty responded I fully anticipated having something in writing to bring to the Committee this month drafting a proposed regulation or some sort of policy to address this but unfortunately my computer has been down for about a week with this virus. That is not an excuse but we don't really have any issues right now that are an emergency. I could bring the draft policy to next month's meeting to have it approved. If you want to create some guidelines or give me some guidance we can do that. If you think it is easier to work those things out in a Committee forum, that is fine as well.

Alderman Lopez stated I don't want to tie your hands. That is not the intent, believe me. The intent is to make sure that we have documentation if we are going to use the contingency funds and I am sure you are capable of doing that. I would take your suggestion and go back and talk to Frank Thomas and others and come up with some type of policy. I think the major thing that I know that I as an Alderman expressed when we bonded this project was to make sure that when money comes out of the contingency fund we have good documentation and good reasons as to why it is being used. At the end of this project if we have to justify why we took \$3 or \$4 million out of contingency and we don't have proper documentation then we are going to be lost. I will withdraw my motion and allow you to come back with a policy from Frank Thomas and yourself.

Alderman DeVries withdrew her second.

Mr. Clougherty stated just so everyone is aware of how we are proceeding as far as hazardous materials and things like that go, Gilbane has come up with a schedule. They have an independent testing lab and an independent consultant that is going through and comprehensively testing the materials that we are going to be disturbing at the next level of schools so that we know what our exposure is now rather than when we get into those buildings. So we are going to have a good handle at the forefront of what our exposure is to these hazardous materials long before we get into the buildings and long before the end of this project.

Chairman Herbert stated for the record as I have been doing this for almost six years now we have never lacked documentation on change orders and that kind of thing. We have never had an issue before. If a policy needs to be in place, that is fine with me but it is historically something we have managed to accommodate.

Mr. Clougherty responded I think it is a great idea.

Chairman Herbert stated policies are important to protect employees if for no other reason.

Mr. Cornwell stated I just want to follow-up on what Tim said. I think the single largest exposure that we all have at the moment is the asbestos and I think Tim and I have talked about it at length. We expect sometime in mid-October to late October to be able to identify everything that we know and some of the things that we don't know so we can bring that exposure forward and I think we are pretty close to that. That will be the single biggest exposure. As far as soils go, Tim did a great job before we got the job and we have done things afterwards. We have explored most of those problems and we think we have got those headed off. I don't see any major things looming at us.

Mr. Clougherty stated we have to make sure that we understand the difference between an unforeseen condition and a change in scope. An unforeseen condition are those types of issues that we just talked about. A change in scope is well we should really be replacing the windows at this school and we are not doing that under this scope of work. Those items we would bring to this Committee. I am not going to make those decisions on my own and I don't think our...I will speak for Frank that he wouldn't want to make those decisions either. We would want direction from the Committee.

Alderman DeVries stated I am just looking for clarification. You built into the project a dollar amount for each school for exposure to asbestos or other types of emergencies. It is not all being handled through the contingency correct?

Mr. Clougherty responded correct. We identified, I believe, \$250,000 and we have used some of that allowance to date to address some of the situations that we came up with at Smyth and Jewett Street School.

Alderman DeVries asked which were unforeseen.

Mr. Clougherty answered they were unforeseen and we have full documentation on that.

Alderman DeVries stated I would be interested and I don't know if anybody else is but I am interested to try to develop a ratio of what you are using of the unforeseen just to try to project it out. We really have only scratched the surface and that might help me look ahead to see how much of this \$5 million is going to go specifically to mitigation of asbestos and not be available for other change orders.

Mr. Clougherty responded what you are suggesting is the first thing I did when I saw the reports for the first four schools and saw what our exposure was and how much we were dipping into the allowance. What is the square footage total of these 4 schools in comparison with the 21 that we are addressing...

Alderman DeVries interjected the age they were constructed, etc.

Mr. Clougherty responded yes. It is a positive outlook as far as the contingency goes but I just caution you that things could take a turn in the other direction if we miss something large at one of the schools.

School Committee Member Beaudry stating staying with the asbestos removal how does that inhibit Gilbane from moving forward. If they rip a wall out and they find out that there is asbestos in there do you have to call...I would assume you have to call another company in to remove it. What is the timeframe you look at for the company to come in and remove the asbestos and I would like to have a follow-up on what Tim was saying about looking at all the schools and seeing if there are any other hidden problems and if there are maybe we can get a company to come in and take care of them all in one shot instead of having a company come up a half a dozen times or whatever to take care of each building as you find it. Getting back to the timeframe, how does that put you back on time once you discover there is a problem?

Mr. Cornwell responded when we first looked at the schools the Department of Public Works provided us with some reports of all known hazardous material in every school and those reports were priced by people to make sure we had those covered. We also developed a complete execution plan and a construction plan of every school and those products that were not identified or areas that we thought were suspect we then went out and tested and that is what we are talking about now. We think we have a great comprehensive plan of what walls we are taking down and we are out now testing those products to make sure they are not a problem so when we do start construction we don't have that issue at all. It is all going to be taken care of when the time comes. One contractor, best buy.

School Committee Member Beaudry stated I have one more question. Regarding this sheet, Jewett Street and Smyth Road...I went by Jewett Street yesterday and the school is still in disrepair. I was wondering exactly what was done to the school and your expectations to have it complete with ServiceMaster cleaning it up by September 3.

Mr. Clougherty answered that is definitely our expectation.

School Committee Member Beaudry stated it looked like a lot of work yesterday when I went in there but I don't know how long it is going to take ServiceMaster to take care of it. I don't know if they are doing the same thing as Highland Goffe's Falls and the contractor is actually putting the coat of wax on the floors so that is something ServiceMaster doesn't have to do or will they have to go back in after the floors are replaced and put a finish coat on it?

Mr. Clougherty responded the new floors that we put down ServiceMaster does not have to rewax. They come waxed with three or four coats. We actually get the wax from ServiceMaster so they know exactly the product they are putting down and what it is compatible with. If we were to put a different kind of wax down than what they were using we would have to look at compatibility issues. As far as the readiness of the schools, I think the Chairman can speak to some of the previous summers when we have looked at and gone through a week before schools. It is really amazing what ServiceMaster can do with a facility in one week and that is what we are looking at. I have full confidence that that facility will be ready for the teachers come Tuesday.

School Committee Member Beaudry asked can you give us a brief overview of Jewett Street and Smyth Road and what has actually been done to date on both of them.

Mr. Cornwell stated in the summer of 2003 our target goals were to go after major areas of asbestos abatement. That was actually the reason...the school projects are dictated by hazardous material removal. Jewett and Smyth Road and West were targeted this year for common areas. We actually went up to Jewett and Smyth knowing that we had to get it done while the children are out of school. We committed that we wouldn't do any asbestos abatement unless it is an emergency at those two schools so we went after those two schools. We were able to abate all of the floors and remove all of the vinyl asbestos tile and all of the other products we found while we were there that would impact our construction operations. We removed the floors and replaced them all. We did the same thing to the West High School cafeteria. We went there knowing that it was an area that we could never get back to during the school year because it is a common area that is used all the time. We went after the asbestos flooring in the cafeteria, as well as the ceiling materials that we took out and we replaced as much of the product as we could at West High School.

School Committee Member Beaudry asked what about ceiling tiles. They didn't get touched in any of the schools?

Mr. Cornwell answered at West High School's cafeteria one of the pictures I think you will see is brand-new ceiling tile. The reason we didn't put any ceiling tile

back at Smyth and Jewett Street School is I will remind you that we have mechanical upgrades – ventilation and electrical to do to those schools and the plan is to do those schools from a 3 PM until 11 PM shift starting in October. Those schools will be completed before spring. The schools will be put together as we go through the year.

School Committee Member Beaudry stated I have two further questions. At Southside Junior High, the bomb shelter down below, is there going to be any work done to that? I know that they had some ventilation in there but they still have issues of odors coming out of that cellar portion to the new classrooms that were down below. I don't know if anything is going to be done in the design-build to try to clean that place out. I went down there. Actually it is all degraded cardboard and material from when it was a fallout shelter. I don't know how they are going to get that stuff out of there but the odor is somewhat diminished because they did put some fans in but there are still complaints of odor coming out of that basement.

Mr. Clougherty responded it is a very humid area. We did add ventilation to that area that should be sufficient when we added the three classrooms there last summer. As far as the clean up of the debris the design-build project does not address custodial or clean-up types of issues such as that. You would need a lot of stuff to clean that up. There is a lot of stuff in there that has accumulated over the years. There are old desks and medical supplies from some war.

Chairman Herbert stated that issue, therefore, is a Building & Sites Committee issue on the school side. I know you asked whether it was part of design-build so it is legitimate but it is a legitimate issue that should be brought to us and put on the agenda for our next Building & Sites Committee meeting.

School Committee Member Beaudry stated I have one last comment. Central High School...I don't know if you are aware but my understanding is there is a brook or something that runs through the parking lot where we are going to have the underground garage. Have you found anything like that because I was told that periodically the elevators at Central High School get flooded with water? I was just wondering if you are aware of what the situation is down there?

Mr. Cornwell stated the borings that were done by Jaworsky who was working for the City but has since been hired and is a technical engineer stated that there is water at Central High School. Our estimations even at the highest level would be four feet above that water table. The water I think you are talking about is, Tim could probably say but the old James Building elevator right now that goes down to the boiler room has a crack in its waterproofing I guess and there is a constant

pump running. That elevator is actually two and a half feet below our finished floor.

School Committee Member Beaudry asked will that be taken care of along with the design-build so it doesn't fill up with water.

Mr. Clougherty answered it is currently being taken care of with the pump.

School Committee Member Beaudry stated I think sometimes the pump gets overworked from what I understand.

Mr. Clougherty responded I haven't heard of any failure. We did spend quite a bit of money...I believe the School District spent quite a bit of money last summer in order to mitigate that problem.

Chairman Herbert asked but it is not part of the design-build project.

Mr. Clougherty answered no. If that is not functioning properly that should be addressed by Building Maintenance.

Chairman Herbert stated that is another Building & Sites issue if it is a problem that we don't know about.

School Committee Member Beaudry stated I was concerned with the underground garage that they weren't going to strike water.

Mr. Clougherty stated we looked very specifically at the water table when we were doing our test bits. We were also looking at ledge, unsuitable soils, and hazardous materials. We seem to be dodging in and out of all of those bullets right now so we are on the right path as it stands.

Mr. Cornwell stated I will remind you of the wet summer and spring that we just had and even the test bits we have done so far show the water table holding at the lower level so we feel really good about that.

Alderman Thibault stated, Tim, we have heard a lot here about contingency and some of the projects for the schools. I just want you to understand and I would hope that Gilbane also understands that any contingencies or any things that you feel were missed as you went through this, this Committee would certainly like to be aware of it so that we know and we can address that as we go along. I certainly don't want the City to spend this kind of money and find out later or two or three years from now that we have a problem that we should have addressed that we didn't address. I believe, Tim, that anything that you find or that Gilbane finds

that is something that was missed in looking at this building that you come back to this Committee and let this Committee know and put themselves forward to try to take care of the problem that you find. I think this is very important. I think this is a big thing for the City. For the City to do this kind of work right now, which is \$105 million, is something that all of our constituents are going to see and hear about and I want to make sure that we don't lose the ball someplace. Whenever you have a problem, Tim, please don't be afraid to bring it up to this Committee and let the Committee handle it. Take it off your shoulders. Bring it to this Committee and let this Committee take care of it and if they don't, there will be a problem.

Alderman Lopez asked, Tim and Ken, do you think to help us because we are going to get a lot of questions about what is happening with the schools but is there a way to devise some type of form by school. You already know what needs to be done in each school. Could you keep us up-to-date as to what is being done on a monthly basis? You are going to be giving us the financial report but you know you completed the gymnasium or you did this or you put the air ducts in and stuff like that so that we have knowledge so when an Alderman or someone asks what has been done at Bakersville or what has been done at Hallsville or something we will have that and it will be a cross-check for us to run through this process a little faster. It gives a check balance on everybody so to speak.

Mr. Clougherty answered I don't think that would be a problem. I actually devise a spreadsheet of my own for the scope of work taking it out of the narrative form and putting into a checklist type of form. I think that is something that we could accommodate.

Alderman Lopez stated and the other question I have is for Ken Cornwell. I know it is not a requirement but we did it with the civic center if you recall devising some sort of report that indicates the number of Manchester residents working on this project. Could you possibly do that because that is a question that comes up all the time?

Mr. Cornwell responded Tim and I talked about this yesterday in fact. As you know, we are just getting...we are in the infancy of starting this project and we have adopted the same program that we used at the civic center for resident employment. We are now just going through...I was going to tell you that maybe 20% of the project has been bought out already. We are just now getting drawings so I think you are going to start seeing that report generated maybe in the first of November. It will be in the same format. I haven't shared this with Tim yet but I think it worked out very well.



Alderman Lopez replied yes it did. It worked out very good for the civic center. We were able to answer a lot of questions and give percentages of the number of people in Manchester who actually worked on this job. I am glad you looked at that.

Mr. Clougherty stated the other item, if I may, for information purposes is that Gilbane is currently working on a website. The website will be updated on a regular basis. It will have progress photos, before and after type photos. It will have schedules for the schools under construction and it will also identify the scope of work and what we have going on at each of the individual schools. We are looking at a pilot of one of the schools right now and I am working with the Mayor's Office and the Superintendent's Office to make sure that they are in concurrence with what is going on there but it is going to be [www.mps.gilbaneco.com](http://www.mps.gilbaneco.com) and we anticipate that to be up and running within a few weeks.

Mr. Cornwell stated we are almost ready to put the sign up over on Jewett Street right between the church and the middle school and that website address will be on the sign. There will be a tremendous amount of information there that we are looking forward to share with everybody. It is going to have all of those questions that we think the parents will ask. The kids are going to go through it first, I am sure. They are going to be able to tell what is going on at their school. We will have traffic information there, current photos...actually we are going to leave the photos of the asbestos abatement on as history. There is a link to the City of Manchester page and vice versa back.

Mr. Clougherty stated as well as a link to the School District page.

Alderman DeVries stated that is an excellent idea with the website to keep the public informed. If I could suggest that as well as letting us know here that you make sure that MCTV's three channels also have occasional postings so anybody who tunes in to MCTV might pick up the website address. The reason that I asked to speak is we spoke before the meeting about the need for some sort of detail about what actions are to take place at the individual schools and I am wondering has that detail been made available yet to the individual principals or is it going to be made available to the individual principals so they know when they are questioned by the parents what is going to take place and the detail?

Mr. Clougherty replied the principals that we are dealing with right now at Smyth, Gossler, Central and West are keenly aware of what is happening. Gilbane has a project superintendent full-time on each of those sites that is available to answer any questions. Gilbane is still working on finalizing the entire scope of work for

those locations along with a buyout of their sub-contractors so I don't think that every single task is identified but the major tasks are.

Alderman DeVries stated I do understand that part of the design process is developing that sort of detail that I am referencing so it is not available yet for each and every school. Is there a way that we would know when to look for that so we would know when to start referring our parents and interested parties to the principals if it is not on the website?

Mr. Clougherty responded we are actually trying to put that on the website.

Alderman DeVries asked the full detail.

Mr. Cornwell answered once the website goes live that detail has already been developed. Jewett Street and Smyth Schools actually have it. We broke the schools down into two Phases. We actually broke it down to move the boxes and move in the furniture and waxing the floors so the principals had all of that detail. Very shortly we will have the logic developed on which classes we are working on at night and what we are going to be doing. That will be in that schedule as well so the principals will have a timeline, maybe not as detailed as my guys do, but they will have enough to say we are working in Ms. Smith's room tonight so they will know what is going on.

Alderman DeVries asked the interaction that is existing between the principal and yourselves, before the project is initiated is there some sort of interface there where you sit down with the individual principals and explain and they say this gets everything in case we have contingency items.

Mr. Clougherty answered because we got up and running so quick, we kind of got off to a late start with our approval on the project. We were up and running at 1,00 mph but we still met with Ms. Tomasko and Ms. Sweeney and John Risk and Ms. Thompson to make sure that they were keenly aware of what was happening. Granted those meetings had to take place three and four times because we are still working on hammering down that schedule but they knew what was going on. What we are going to do in the future is sit down with the next round of schools at Memorial and MST and Southside and Hillside and have a reconstruction conference with each of the principals so that we can say okay from this period to this period you are going to be under construction and during these three months we are going to be doing HVAC and these three months electrical and so on. Then on a regular basis they will be provided with information relative to the individual tasks like Ken was talking about. Mrs. Smith, we are going to be in your room tonight and that type of detail.

Alderman DeVries stated that is part of the question that I asked you but I am also wondering is there an interface between the principal and you in case there are change orders or something has not been addressed solely to their satisfaction. Is there some sort of an exchange that happens between the principals before you set your definite timeline?

Mr. Clougherty answered at this time we haven't developed any forum for that to take place because the scope of the project is defined. It is really the purview of this Committee to make those scope changes and not rely on the principal's opinion.

Mr. Cornwell stated we are actually executing a plan that the School Board and the Aldermen have already approved. Actually our communication with the principals is hourly. My guys are there as well as Tim and I as needed. It worked out pretty well. You have talked to Jean Sweeney and I think everybody is pleased with what we have set-up.

Mr. Clougherty stated we are doing everything we can to accommodate the principals' requests but I am sure you can understand that the principals are building specific and in order to get something accomplished it really should be brought through Administration and correspondingly the Building & Sites Committee if it is a major change or to this Committee if it is well we identified four windows that we really need to fix and that type of thing.

School Committee Member Paradis stated I have a question. We were speaking about the maintenance of the buildings last night. If there is anything done by Gilbane do you take care of the maintenance. In other words if you break through a wall or do a particular thing you get rid of those objects and boards or whatever it is? ServiceMaster does not have to do any clean-up work. In other words you have people who do a certain amount of clean-up work?

Mr. Cornwell stated Kevin Sheppard and I are actually working with Building Maintenance now. The schools are a mess when school gets out at the end of the day. It is a question of how much ServiceMaster cleans up. Kevin and I are actually trying to work out a coordinated effort on when the school gets cleaned. Any debris that is done by the construction like cutting a hole in the wall would be removed immediately by people working for us. It is the normal day-to-day routine of the trash and the paper on the floors and the timing as to when that gets cleaned up. Obviously to our benefit we would like to see it done after 11 PM so we can make sure that the schools are squeaky clean the next morning. We are now working on that coordination.

School Committee Member Paradis asked when you are working in the evening though, the ServiceMaster people are going to be doing some cleaning up also right.

Mr. Cornwell answered we are going to target specific areas that we are going to work on every night and that is how we are going to control this project. It is like working on a room over here when ServiceMaster comes in they can clean the other 16 rooms. We are going to work on those four rooms and we will work together to make sure that they are up to standard for the next morning. That is our approach to the project and how we are looking at it.

School Committee Member Paradis stated we have always had a little problem on the School Board with the dumpsters. You have your own dumpsters I see and you would not be using any of our dumpsters per say...the ones we have on the side?

Mr. Cornwell answered there is no room in yours. They are always full.

School Committee Member Beaudry stated I don't know if you planned on doing this but on your website the pictures that you showed us are great and I think the transformation of the rooms and the corridors is phenomenal. If you put that on the website I think the more the public knows and the more the public sees the before and after pictures I think it will be better. They will see where their money is going. A picture is worth a thousand words and that definitely proves it.

Mr. Clougherty responded you are absolutely right. These are the pictures that we will put on the website.

School Committee Member Beaudry stated I think the more the public is aware of what we are doing the better off we are going to be overall.

Mr. Cornwell stated just to remind you we talked about student inclusion when we started this program as something we wanted to do and something I think you were all part of. When we did the civic center we had John Rist's students, the kids from MST, on the job which led us to wanting to do the same thing on the next project. We think that the communication with the kids through local newspaper, at school and taking it to their parents is going to be another great avenue to let the parents know what is going on. So you are going to see us doing that as well.

Alderman Pinard stated I was told that the main entrance was going to be on Beech Street.

Mr. Clougherty asked what opening are you talking about.

Alderman Pinard answered I am asking because of safety. You have Beech Street on one side and Lowell on the other and now the center of the school is going to be blocked off for the parking garage. Have you taken any safety precautions for when the school buses arrive all at once? Some of the parents I have talked about are very concerned about that and you have an awful lot of traffic as I am sure you are aware. Are you working with the Police Department at all?

Mr. Clougherty answered most definitely. We have met with the Police Department and Fire Department. We have proposed emergency evacuation plans and gone over those with them. We have solicited feedback from them and modified those plans in accordance with some of their requests. They are also keenly aware of when a drill happens exactly what to do, which streets get shut down and where officers will be stationed and where apparatus will go and things of that nature. That has been addressed.

Alderman Pinard asked have you addressed the school buses that come from three or four different towns at once and now with the center closed isn't that going to create some sort of a problem unless you have a plan in place.

Mr. Cornwell stated we have been working with John Risk since the first of the year and also with the School Committee and we actually came up with a plan to bring the buses in off of Lowell Street. We are actually making a turn off next to the James Classical Building where the buses are going to be able to pull off the street. We took a little bit of the parking lot that is over there now. We can accommodate four buses and we found out today there could be a fifth one. We got the buses off the street for the kids to be dropped off in the morning and be picked up in the afternoon.

Alderman Pinard stated we are on television and for the people wondering about the safety of their children I think you just answered that. The thing is that you have a plan in place for the school buses.

Mr. Cornwell answered we do and just to tell you a little bit more when we looked at the streets and we see that Beech Street is a heavily traveled area and we know that kids will be kids, we have actually taken this side of Beech Street, the school side, and we have lined that sidewalk with jersey barriers so the kids when they are pushing each other around and going back and forth to classes can't accidentally push someone into the street. We looked at safety all the way from the Police Department to the Fire Department to the principals and assistant principals. Our main issue there is the safety of the students.

Alderman Pinard stated I asked the question because I am on the State Safety Committee. Thank you.

Chairman Herbert stated I think you have made an excellent presentation. It sounds to me as though things are progressing as well as could be hoped and we look forward to getting monthly reports and implementing...next month we expect the recommendations from Highway in reference to the new policy regarding the contingency fund and how that will be handled. The only thing I have to add real quick is I think Alderman DeVries was very interested in knowing not just what has occurred in the last 30 days and maybe this was understandable to everybody but I just wanted to stress that I think she is also very interested in knowing what the next 30 days hold as well. I don't know how you would accommodate that and maybe the website will have some of the information but this Committee would probably like to be updated in that regard. It is a little forward looking as much as it is the last 30 days or so. Does that create a huge problem or was that your understanding?

Mr. Clougherty responded I don't anticipate it being a problem.

Mr. Cornwell stated I don't see it as a problem. I will just remind you that right now we are dealing with four schools and next summer we will deal with fifteen. The information that we are going to start giving you is going to be cumbersome. We want to give you something that is useful but we don't want to give you something that you all of the sudden set to the side. It can get cumbersome. When I first came before this Board for approval we were looking at a schedule of 2,200 items. We have five schools designed and we are over 9,000. I think before we are done our schedule will be in the 30,000 item range. There is a tremendous amount of detail to be generated and we will give you as much as you like.

Chairman Herbert stated I don't think we are looking for full details. I think we are looking for project worthy notes. I think we will come to a comfortable level of information that will work.

Alderman DeVries stated to clarify from my point of view, I think the principals might be interested in that kind of detail and that is probably the proper place for it. Myself, I am looking more for the general information so when I get the phone call at home regarding the seven schools in my district I have some sort of a logical educated answer to give them and I can direct them to either the School Board or the principal for more detail.

Mr. Clougherty asked is this the entire Committee or are we missing some members.

Chairman Herbert answered we are missing two School Board members and an Alderman. Jon Gross, Kathleen Kelley-Broder and Alderman Garrity.

There being no further business, on motion of Alderman Lopez, duly seconded by Alderman Pinard, it was voted to adjourn.

A True Record. Attest.

Clerk of Committee